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ABSTRACT

Results of a survey on compensation for a student staff in the residence halls of Mid-Atlantic Association of College and University Housing Officers' (MACUHO) member institutions are reported. The responses from 71 percent of MACUHO members indicate a wide variety in types of compensation. While room and/or board continues to be the most frequently used method of compensation, a variety of special benefits and stipends precludes direct comparisons of compensation levels. One question included in the survey was concerned with increases in student staff compensation levels with years of service. Only four (five and one-half percent) responding institutions reported programs for increasing the student staff compensation by changing partial room-and-board remissions or increasing tuition remissions or stipends. Two institutions have plans that differentiate between first-, second-, and third-year student staff. (Author/LBH)

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MACUHO

MID-ATLANTIC ASSOCIATION OF COLLEGE AND UNIVERSITY HOUSING OFFICERS

RESEARCH & INFORMATION

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STUDENT STAFF COMPENSATION SURVEY RESULTS

In an effort to determine levels and types of compensation for student staff in the residence halls of MACUHO member institutions, MACUHO Research and Information sent a short questionnaire to the Chief Housing Officers on its mailing list. Response was as follows:

1. INSTITUTIONS:

   76 schools responded (71% of our mailing list). 73 responses were usable. Three institutions do not use student staff in their housing operations. The breakdown by state and type of institution is as follows:

Institutions Participating

State	Public Institutions	Private Institutions	Total Participating	Out of MACUHO Membership of
Delaware	1	1	2	3
District of Columbia	-	5	5	9
Maryland	6	5	11[1]	15
New Jersey	5	3	8	12
Pennsylvania	10	31	41[2]	59
West Virginia	5	1	6	9
Total Participating	27	46	73	107
% of Participation	37%	63%	100%	N/A

Notes: 1 plus two responses which were not usable.
2 plus one response which was not usable.

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2. POSITION TITLE

The questionnaire asked for the title of the student staff member with primary first echelon, day to day contact with resident students. The predominant titles are Resident Assistant and Resident Advisor as follows:

POSITION TITLE

State	Public Institutions		Private Institutions		All Institutions	
	Resident Assistant	Resident Advisor	Resident Assistant	Resident Advisor	Resident Assistant	Resident Advisor
Delaware	1	-	1	-	2	-
District of Columbia	-	-	3	2	3	2
Maryland	5	-	3	-	8	-
New Jersey	3	1	-	1	4	2
Pennsylvania	7	2	19	6	26	8
West Virginia	4	-	1	-	5	-
All States	20	3	27	9	47	12

Three institutions use the title of Community Assistant. The following fourteen titles are used at one institution each:

Dorm Councilor
Dorm Counselor
Floor Counselor
Graduate Assistant
Gryphon
Hall Advisor
Housemaster
Residence Assistant
Residence Supervisor
Resident Counselor
Resident Customsperson
Student Advisor
Student Advisor in Residence
Student Assistant

3. STUDENTS' PER STAFF MEMBER

Members were asked to state the average number of students for whom the student staff member is responsible or with whom he/she is expected to work.

NUMBER OF STUDENTS PER STAFF MEMBER

State	Public Institutions		Private Institutions		All Institutions	
	Average[1]	Range	Average	Range	Average	Range
Delaware	35	-[3]	40	-[3]	38	35-40
District of Columbia	-	-	42	30-50	42	30-50
Maryland	47	25-70	57[2]	35-110	51	25-110
New Jersey	43	33-50	33	30-45	39	30-50
Pennsylvania	40	25-50	34[3]	10-150	36	10-150
West Virginia	31	15-50	25	-[3]	30	15-50
All States	40	15-70	37	10-150	38	10-150

Notes: 1 all averages rounded to the nearest whole number.
2 average of four institutions is 43; inclusion of the fifth institution, at 110, raises the average to 57.
3 only one institution in the cell, thus no range.

4. STAFF FUNCTIONS

Respondents were asked to indicate which of four general categories of resident staff activity are representative of the work done by their student staff. All but three institutions were able to use the suggested categories. All but one institution indicated an advising/counseling role for student staff, with a great many (64) having a discipline/control function. Less common, but still found at most institutions, are administrative/managerial, and programming/activities functions.

STAFF FUNCTIONS

State	Type of Institution	Administrative/ Managerial	Advising/ Counseling	Discipline/ Control	Programming/ Activities
Delaware	Public	1	1	1	1
	Private	1	1	1	1
	Total	2	2	2	2
District of Columbia	Public	-	-	-	-
	Private	4	5	5	4
	Total	4	5	5	4
Maryland	Public	6	6	4	4
	Private	5	5	4	1
	Total	11	11	8	5
New Jersey	Public	4	5	5	5
	Private[1]	1	4	1	2
	Total	5	9	6	7
Pennsylvania	Public	6	9	9	7
	Private	22	31	28	21
	Total	28	40	37	28
West Virginia	Public	2	5	5	4
	Private	1	1	1	1
	Total	3	6	6	5
All Public Institutions		19	26	24	21
All Private Institutions		34	47	40	30
All Institutions		53	73	64	51

Note: 1 includes one institution with two different first echelon staff positions.

Three institutions reported functions which did not fit the above categories. One institution also required clerical type office work of housing staff members and another required them to function as desk receptionists. At a third institution, student staff must choose an additional student services area, such as Health Service, Student Activities, Records, Placement, or Testing, in which they would also work.

5. COMPENSATION

The primary topic the survey was designed to study, compensation of student staff, proved to be the most complicated. It was originally felt that most compensation was in the form of full or partial room and/or board, with some institutions providing a salary or stipend, and a few providing various other items as compensation, most of them rather minor and some being intangible. This is not exactly the case. While there are 36 instances of full room provided, and 24 of full board, 43 positions include a salary or stipend as compensation, either alone or as part of a total package. Furthermore, 21 positions provide compensation which does not fit into any of the above categories. These include single rooms or suites, in 10 instances, tuition remissions or similar benefits, in 6 instances, and some type of phone service, in 4 instances. The tables below examine the compensation patterns in more detail:

a. GENERAL PATTERNS OF COMPENSATION

State	Type of Institution	Type of Compensation: Full Room	Full Board	Partial Room	Partial Board	Salary/Stipend	Other Compensation
Delaware	Public	1	-	-	-	1	-
	Private	1	-	-	-	1	1
	Total	2	-	-	-	2	1
District of Columbia	Public	-	-	-	-	-	-
	Private	3	1	1	-	2	3
	Total	3	1	1	-	2	3
Maryland	Public	5	5	-	-	4	1
	Private[1]	4	5	-	-	2	2
	Total	9	10	-	-	6	3
New Jersey	Public	2	1	-	-	4	1
	Private[1]	3	1	-	-	3	-
	Total	5	2	-	-	7	1
Pennsylvania	Public	5	3	1	1	6	5
	Private	11	7	6	3	15	7[2]
	Total	16	10	7	4	21	12
West Virginia	Public	1	1	-	-	4	1
	Private	-	-	-	-	1	-
	Total	1	1	-	-	5	1
All Public Institutions		14	10	1	1	19	8
All Privite Institutions		22	14	7	3	24	13
All Institutions		36	24	8	4	43	21

Note: 1 includes one institution with two first echelon staff positions, each with a different compensation level.

2 plus two institutions at which student staff receive no monetary compensation and take the job for the status/honor of it.

b. AVERAGE TOTAL COMPENSATION LEVELS IN DOLLAR EQUIVALENTS

State	Public Institutions	Private Institutions	All Institutions
Delaware	$ 1298	$ 1000	$ 1149
District of Columbia	-	2257	2257
Maryland	1268	1356	1308
New Jersey	1230	1351	1284
Pennsylvania	1128	832	894
West Virginia	988	998	991
All States	$ 1168	$ 1094	$ 1119

c. OTHER COMPENSATION

Twenty institutions provided compensation for residence staff which cannot be tabulated in the categories above. The specific items are listed below. To put these additional items in proper perspective, the total compensation is given as well.

OTHER COMPENSATION	TOTAL COMPENSATION
3 academic credits per semester for in-service training course.	$1000 plus these credits
tuition remission ($1808)	3758
tuition remission ($2600)	3750
single room[1]	1350 plus single room
transportation allowance ($90)	535
single room[1]	750 plus single room
suite[1]	
linen service ($35)	1519 plus suite
local phone service ($84)	
campus-only phone service ($50)	
Workmen's Compensation	1058 plus work. comp.
phone service ($36)	1668
single room, if available[1]	663 plus single room
single room ($100)	1100
tuition remission ($335)	571.50
½ tuition remission ($400)	1332
local phone service[1]	600 plus phone

cash ($500) or board charge remission ($575) single room ($100)	}	$1050
$475 credit applied to College bill		475
single room ($200)		1300
single room, if requested ($75)		775
single room ($255)		1445

d. PAY INCREASES

Four institutions reported programs for increasing the student staff compensation levels as years of service increases. The four plans are as follows:

1. Stipend increases from $100 the first year to $200 the second year (total compensation for the first year is equivalent to $640).

2. Tuition remission, first year, equivalent to $ 345;
   second year, equivalent to $ 690;
   third year, equivalent to $1380.
   (Total compensation for the first year is equivalent to $1425.)

3. Partial room and board remission of $850 for the first year increases to $1000 the second year. (This is the total compensation.) (Room and board charges total $1150.)

4. Stipend increases from $550 the first year;
   to $600 the second year;
   to $650 the third year.
   (This is the total compensation.)

6. OTHER STUDENT STAFF

A number of institutions reported that their housing staff included students in positions other than those on whom this survey has focused. They have been grouped below by apparent function:

a. HEAD OF BUILDING/UNIT

Title	Function	Compensation (as reported)
Hall Director	not enumerated	$3050 plus tuition
Resident Director	not enumerated	one bedroom apartment, $2600 tuition remission. partial board ($440), $2250 salary
Resident Director	hall management RA supervision	room and board plus salary of $1000
Resident Director	general charge of major residence unit	room plus salary of $600
Resident Director	supervise and coordinate other student staff	room and phone
Head Resident	graduate assistant; no enumeration of functions	room and board, tuition remission ($975), stipend ($3500), (twelve month position)
Head Resident	graduate assistant; no enumeration of functions	stipend and tuition totalling $2400
Head Resident	administrative, disciplinary, programming and advising responsibilities: advises hall government and judicial board	suite plus salary of $1000
Senior Resident Assistant	building director	apartment, board, $600 stipend
Unit Director	responsible for 200 residents; supervise RAs, advise Hall Council; administrative, management, and programming responsibilities	single room or small apartment, board ($608), campus phone ($50), plus Workmen's Compensation

Title	Function	Compensation (as reported)
Intern	building director	apartment plus $4000

b. COORDINATOR, SUPERVISOR, OR INTERMEDIARY STAFF

Title	Function	Compensation (as reported)
Assistant Resident Director	RA responsibilities plus assists the Director in running the building; advises hall government; prepares duty roster	room and board plus tuition remission of $1350
RA Coordinator	RA supervision; assists professional staff; performs administrative tasks	$1440
Head Resident Advisor	supervise 50% of RA staff each; liaison between Dean of Students staff and RAs; coordinate openings and closings	apartment plus $600 stipend
Senior Resident Advisors	not enumerated	$850
Head Resident Assistant	not enumerated	$1300
(not stated)	two per hall; work with Assistant Dean in hall operations	room and board ($1300); tuition remission ($1824); stipend ($1150)

c. MISCELLANEOUS

Title	Function	Compensation (as reported)
Administrative Assistant	clerical	room, tuition remission of $1470, plus salary of $1800
Administrative Assistant	"projects and programming"	$3.00/hour
Dorm Hosts and Hostesses	assist the RAs on weekend nights	$2.30/hour

Title	Function	Compensation (as reported)
Night Assistant	security function (weekends only)	$2.00/hour
Desk Receptionist	staff front desk in evening hours	not reported
Desk Staff	not enumerated	$2.20/hour for 10 hour week
Information-Security Desk Receptionists	not enumerated	$2.20-$2.75/hour (usually no more than 15 hours per week)
Security "checkers"	foot patrol of area	
Service Desk Coordinator	not enumerated	
Moving and Furnishings Crew	not enumerated	
Maintenance, Improvements, and Grounds Crew	not enumerated	

7. It would appear to be desirable, at some future time, to study the interrelationships of different types of compensation, as well as varying compensation levels compared with varying responsibility levels. Suggestions along such lines are most welcome.

260476RRS

MACUHO

MID-ATLANTIC ASSOCIATION OF COLLEGE AND UNIVERSITY HOUSING OFFICERS

RESEARCH & INFORMATION

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STUDENT STAFF COMPENSATION STUDY
PART II

You may recall that, when the initial results of the Compensation Study were distributed, I indicated that it was our goal to eventually prepare a study of the interrelationship of different types of staff functions, types of compensation, and compensation levels as related to function. This report contains the results of those efforts.

Since the vast majority of first echelon student staff functions could be placed in one of our four general categories, these results have been tabulated only for those categories. For convenience we have abbreviated them throughout as follows:

AM Administrative/Managerial
AC Advising/Counseling
DC Discipline/Control
PA Programming/Activities

Finally, individuals who did not receive a copy of Part I of the Compensation Study data should feel free to request one. That report included items on titles, number of students per staff member, staff functions, and compensation types and patterns, as well as other basic data about student staff. This report is based on that data.

1. Compensation Interrelationships

The most frequently used compensation for student staff seems to be some amount of room and board, with a number of schools beginning to use a salary or stipend as part of compensation. Table 1 indicates, for each category of institution, the average value for room, board, room and board, and salary or stipend, and shows the relationship of that value to total compensation. Additionally, it reports the number of institutions giving full room and board only, and the number giving full room and board as well as a salary or stipend.

2. Functions - Interrelationships

Table 2 examines the combinations of staff functions at responding institutions. It seemed important not only to know how many schools assigned a certain function to student staff, but also how many assigned that function in conjunction with other functions. For example, we can tell that of all institutions responding from Pennsylvania, 27 schools whose student staff have AM (Administrative/Managerial) functions also have AC (Advising/Counseling) functions, 26 have DC (Discipline/Control) functions, and 22 have PA (Programming/Activities) functions.

3. Students Served as Related to Staff Function

Having determined the frequency of different function combinations, we wanted to examine the size of the job in terms of students served. This would allow us to know, for example, if the variety of functions decreased as the number of the students served increased. This seems not to be the case. Table 3 does allow one to determine how a particular function combination and student load compares with those at other institutions.

4. Compensation as Related to Staff Function

Finally, we thought it desirable to calculate the average total compensation for each combination of staff functions. Again, it might be useful to know how one compares with other institutions. Table 4 contains this data.

If any of the data on these tables is unclear, or if there are additional questions on this topic you would like to have answered, please write or call.

300876RRS

TABLE 1

	full room, average room value is _____, and total compensation is _____.				full board, average board value is _____, and total compensation is _____.			
	Average Room Value		Total Compensation		Average Board Value		Total Compensation	
	N	$	N	$	N	$	N	$
DELAWARE:								
Public	1	898	1	1298	1	----	0	----
Private	1	500	1	1000	1	----	0	----
All	2	699	2	1149	2	----	0	----
DISTRICT OF COLUMBIA:								
Public	0	----	0	----	0	----	0	----
Private	5	1024	3	3050	3	770	1	1642
All	5	1024	3	3050	3	770	1	1642
MARYLAND:								
Public	6	636	5	1492	5	684	5	1492
Private.	5	675	4	1807	4	803	4	1807
All	11	653	9	1632	9	737	9	1632
NEW JERSEY:								
Public	5	695	2	1545	2	500	1	1000
Private	3	668	3	1482*	4	650	1	2050
All	8	679	5	1503*	6	575	2	1525
PENNSYLVANIA:								
Public	10	454	5	1385	5	673	3	1263
Private	31	564	11	981	11	589	7	1161
All	41	529	16	1107	16	614	10	1192
WEST VIRGINIA:								
Public	5	785	1	1447	1	662	1	1447
Private	1	----	0	----	0	----	0	-----
All	6	785	1	1447	1	662	1	1447
OVERALL AVERAGES:								
Public	27	609	14	1444	14	660	10	1370
Private	46	658	22	1482*	22	673	13	1465
All	73	653	36	1468*	36	668	23	1424

	For an institution giving full room and board, average room and board value is _____ and total compensation is _____.				For an institution giving salary or stipend, average salary or stipend is _____, and total compensation is _____.			
	Average Room & Board Value		Total Compensation		Average Salary or Stipend		Total Compensation	
	N	$	N	$	N	$	N	$	N
DELAWARE:									
Public	1	----	0	----	0	400	1	1298	1
Private	1	----	0	----	0	500	1	1000	1
All	2	----	0	----	0	450	2	1149	2
DISTRICT OF COLUMBIA:									
Public	0	----	0	----	0	----	0	----	0
Private	5	1642	1	1642	1	1250	2	2679	2
All	5	1642	1	1642	1	1250	2	2679	2
MARYLAND:									
Public	6	1320	5	1492	5	265	4	1295	4
Private	5	1478	4	1807	4	975	2	1675	2
All	11	1390	9	1632	9	502	6	1422	6
NEW JERSEY:									
Public	5	1000	1	1000	1	1102	4	1337	4
Private	3	1300	1	2050	1	916*	3	1700*	3
All	8	1150	2	1525	2	1022*	7	1493*	7
PENNSYLVANIA:									
Public	10	1129	3	1263	3	1010	6	1183	6
Private	31	1131	6	1222	6	569	15	665	15
All	41	1130	9	1235	9	695	21	813	21
WEST VIRGINIA:									
Public	5	1192	1	1447	1	988	4	988	4
Private	1	----	0	----	0	550	1	550	1
All	6	1192	1	1447	1	900	5	900	5
OVERALL AVERAGES:									
Public	27	1218	10	1370	10	836	19	1204	19
Private	46	1378	12	1521	12	699*	24	1056*	24
All	73	1264	22	1452	22	760*	43	1121*	43

Number of Institutions giving full room and board only:

DELAWARE:
Public - 0
Private - 0
All - 0

DISTRICT OF COLUMBIA:
Public - 0
Private - 1
All - 1

MARYLAND:
Public - 2
Private - 2
All - 4

NEW JERSEY:
Public - 1
Private - 0
All - 1

PENNSYLVANIA:
Public - 2
Private - 5
All - 7

WEST VIRGINIA:
Public - 1
Private - 0
All - 1

OVERALL TOTAL:
Public - 6
Private - 8
All - 14

Number of Institutions giving full room and board with salary or stipend:

MARYLAND:
Public - 2
Private - 1
All - 3

NEW JERSEY:
Public - 0
Private - 1
All - 1

OVERALL TOTAL:
Public - 2
Private - 2
All - 4

* INCLUDES ONE INSTITUTION WITH TWO FIRST ECHELON STAFF POSITIONS, EACH WITH A DIFFERENT TOTAL COMPENSATION LEVEL; THEREFORE THIS INSTITUTION WAS GIVEN TWO SEPERATE VALUES IN DETERMINING A FINAL AVERAGE

TABLE 2

STAFF FUNCTION INTERRELATIONSHIPS

- DELAWARE -

- Public -

	AM	AC	DC	PA
AM		1	1	1
AC	1		1	1
DC	1	1		1
PA	1	1	1	

- Private -

	AM	AC	DC	PA
AM		1	1	1
AC	1		1	1
DC	1	1		1
PA	1	1	1	

- All -

	AM	AC	DC	PA
AM		2	2	2
AC	2		2	2
DC	2	2		2
PA	2	2	2	

- DISTRICT OF COLUMBIA -

- Public -

	AM	AC	DC	PA
AM		0	0	0
AC	0		0	0
DC	0	0		0
PA	0	0	0	

- Private -

	AM	AC	DC	PA
AM		4	4	4
AC	4		5	4
DC	4	5		4
PA	4	4	4	

- All -

	AM	AC	DC	PA
AM		4	4	4
AC	4		5	4
DC	4	5		4
PA	4	4	4	

- MARYLAND -

- Public -

	AM	AC	DC	PA
AM		6	4	4
AC	6		4	4
DC	4	4		3
PA	4	4	3	

- Private -

	AM	AC	DC	PA
AM		5	4	2
AC	5		4	2
DC	4	4		2
PA	2	2	2	

- All -

	AM	AC	DC	PA
AM		11	8	6
AC	11		8	6
DC	8	8		5
PA	6	6	5	

- NEW JERSEY -

- Public -

	AM	AC	DC	PA
AM		4	4	4
AC	4		5	5
DC	4	5		5
PA	4	5	5	

- Private * -

	AM	AC	DC	PA
AM		1	0	0
AC	1		1	2
DC	0	1		1
PA	0	2	1	

- All * -

	AM	AC	DC	PA
AM		5	4	4
AC	5		6	7
DC	4	6		6
PA	4	7	6	

- PENNSYLVANIA -

- Public -

	AM	AC	DC	PA
AM		5	6	5
AC	5		8	7
DC	6	8		7
PA	5	7	7	

- Private -

	AM	AC	DC	PA
AM		22	20	17
AC	22		27	21
DC	20	27		20
PA	17	21	20	

- All -

	AM	AC	DC	PA
AM		27	26	22
AC	27		35	28
DC	26	35		27
PA	22	28	27	

- WEST VIRGINIA -

- Public -

	AM	AC	DC	PA
AM		2	2	2
AC	2		5	4
DC	2	5		4
PA	2	4	4	

- Private -

	AM	AC	DC	PA
AM		1	1	1
AC	1		1	1
DC	1	1		1
PA	1	1	1	

- All -

	AM	AC	DC	PA
AM		3	3	3
AC	3		6	5
DC	3	6		5
PA	3	5	5	

- OVERALL TOTALS -

- Public -

	AM	AC	DC	PA
AM		18	17	16
AC	18		23	21
DC	17	23		20
PA	16	21	20	

- Private* -

	AM	AC	DC	PA
AM		34	30	25
AC	34		39	31
DC	30	39		29
PA	25	31	29	

- All* -

	AM	AC	DC	PA
AM		52	47	41
AC	52		62	52
DC	47	62		49
PA	41	52	49	

* includes one institution with two first echelon staff positions, each with different functions

TABLE 3 AVERAGE NUMBER OF STUDENTS PER COMBINATION OF STAFF FUNCTIONS

	AM AC	AM DC	AM PA	AC AM	AC DC	AC PA	DC AM	DC AC	DC PA	PA AM	PA AC	PA DC
DELAWARE:												
Public	35	35	35	35	35	35	35	35	35	35	35	35
Private	40	40	40	40	40	40	40	40	40	40	40	40
All	38	38	38	38	38	38	38	38	38	38	38	38
DISTRICT OF COLUMBIA:												
Public	--	--	--	--	--	--	--	--	--	--	--	--
Private	43	43	43	43	42	43	43	42	43	43	43	43
All	43	43	43	43	42	43	43	42	43	43	43	43
MARYLAND:												
Public	47	48	52	47	48	52	48	48	49	52	52	49
Private	57	58	75	57	58	75	58	58	75	75	75	75
All	51	53	60	51	53	60	53	53	59	60	60	59
NEW JERSEY:												
Public	43	43	43	43	43	43	43	43	43	43	43	43
Private*	30	--	--	30	38	34	--	38	38	--	34	38
All*	40	43	43	40	42	41	43	42	42	43	41	42
PENNSYLVANIA:												
Public **	44	40	44	44	44	45	40	44	45	44	45	45
Private	36	36	37	36	36	46	36	36	38	37	46	38
All	37	37	38	37	37	46	37	37	40	38	46	40
WEST VIRGINIA:												
Public	26	26	26	26	31	26	26	31	26	26	26	26
Private	25	25	25	25	25	25	25	25	25	25	25	25
All	26	26	26	26	30	26	26	30	26	26	26	26
OVERALL AVERAGES:												
Public**	43	43	43	43	41	42	43	41	41	43	42	41
Private*	40	40	41	40	38	46	40	38	41	41	46	41
All*	40	40	41	40	39	44	40	39	41	41	44	41

DELAWARE:	AM AC DC	AM AC PA	AM DC PA	AC AM DC	AC AM PA	AC DC PA	DC AM AC	DC AM PA	DC AC PA	PA AM AC	PA AM DC	PA AC DC	AM AC DC PA
Public	35	35	35	35	35	35	35	35	35	35	35	35	35
Private	40	40	40	40	40	40	40	40	40	40	40	40	40
All	38	38	38	38	38	38	38	38	38	38	38	38	38
DISTRICT OF COLUMBIA:													
Public	--	--	--	--	--	--	--	--	--	--	--	--	--
Private	43	43	43	43	43	43	43	43	43	43	43	43	43
All	43	43	43	43	43	43	43	43	43	43	43	43	43
MARYLAND:													
Public	48	52	49	48	52	49	48	49	49	52	49	49	49
Private	58	75	75	58	75	75	58	75	75	75	75	75	75
All	53	60	59	53	60	59	53	59	59	60	59	59	59
NEW JERSEY:													
Public	43	43	43	43	43	43	43	43	43	43	43	43	43
Private*	--	--	--	--	--	38	--	--	38	--	--	38	--
All*	43	43	43	43	43	42	43	43	42	43	43	42	43
PENNSYLVANIA:													
Public**	44	44	44	44	44	45	44	44	45	44	44	45	44
Private	36	37	38	36	37	39	36	38	39	37	38	39	37
All	37	38	40	37	38	41	37	40	41	38	40	41	38
WEST VIRGINIA:													
Public	26	26	26	26	26	26	26	26	26	26	26	26	26
Private	25	25	25	25	25	25	25	25	25	25	25	25	25
All	26	26	26	26	26	26	26	26	26	26	26	26	26
OVERALL AVERAGES:													
Public**	42	43	42	42	43	41	42	42	41	43	42	41	42
Private*	40	41	41	40	41	42	40	41	42	41	41	42	41
All*	40	41	42	40	41	42	40	42	42	41	42	42	42

* includes one institution with two first echelon staff positions, each with different functions and different number of students.

** one institution was not used to determine this average, as the question was not answered.

TABLE 4

AVERAGE TOTAL COMPENSATION PER COMBINATION OF STAFF FUNCTIONS

	AM AC	AM DC	AM PA	AC AM	AC DC	AC PA	DC AM	DC AC	DC PA	PA AM	PA AC	PA DC
DELAWARE:												
Public	1298	1298	1298	1298	1298	1298	1298	1298	1298	1298	1298	1298
Private	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
All	1149	1149	1149	1149	1149	1149	1149	1149	1149	1149	1149	1149
DISTRICT OF COLUMBIA:												
Public	----	----	----	----	----	----	----	----	----	----	----	----
Private	2688	2688	2688	2688	2257	2688	2688	2257	2688	2688	2688	2688
All	2688	2688	2688	2688	2257	2688	2688	2257	2688	2688	2688	2688
MARYLAND:												
Public	1277	1434	1527	1277	1434	1527	1434	1434	1461	1527	1527	1461
Private	1596	1807	1360	1596	1807	1360	1807	1807	1360	1360	1360	1360
All	1422	1620	1471	1422	1620	1471	1620	1620	1421	1471	1471	1421
NEW JERSEY:												
Public	1065	1065	1065	1065	1270	1270	1065	1270	1270	1065	1270	1270
Private*	1749	----	----	1749	2050	1675	----	2050	2050	----	1675	2050
All*	1407	1065	1065	1407	1400	1617	1065	1400	1400	1065	1617	1400
PENNSYLVANIA:												
Public	1240	1183	1240	1240	1154	1158	1183	1154	1158	1240	1158	1158
Private	886	919	933	886	893	910	919	893	1431	933	910	1431
All	954	982	1003	954	952	972	982	952	1360	1003	972	1360
WEST VIRGINIA:												
Public	1219	1219	1219	1219	1079	1099	1219	1079	1099	1219	1099	1099
Private	550	550	550	550	550	550	550	550	550	550	550	550
All	996	996	996	996	991	989	996	991	989	996	989	989
OVERALL AVERAGES:												
Public	1214	1225	1269	1214	1218	1311	1225	1218	1227	1269	1311	1227
Private*	1422	1324	1235	1422	1185	1209	1324	1185	1576	1235	1209	1576
All*	1240	1251	1249	1240	1197	1257	1251	1197	1433	1249	1257	1433

	AM AC DC	AM AC PA	AM DC PA	AC AM DC	AC AM PA	AC DC PA	DC AM AC	DC AM PA	DC AC PA	PA AM AC	PA AM DC	PA AC DC	AC DC PA
DELAWARE:													
Public	1298	1298	1298	1298	1298	1298	1298	1298	1298	1298	1298	1298	1298
Private	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
All	1149	1149	1149	1149	1149	1149	1149	1149	1149	1149	1149	1149	1149
DISTRICT OF COLUMBIA:													
Public	----	----	----	----	----	----	----	----	----	----	----	----	----
Private	2688	2688	2688	2688	2688	2688	2688	2688	2688	2688	2688	2688	2688
All	2688	2688	2688	2688	2688	2688	2688	2688	2688	2688	2688	2688	2688
MARYLAND:													
Public	1434	1527	1461	1434	1527	1461	1434	1461	1461	1527	1461	1461	1577
Private	1807	1360	1360	1807	1360	1360	1807	1360	1360	1360	1360	1360	1360
All	1620	1471	1421	1620	1471	1421	1620	1421	1421	1471	1421	1421	1505
NEW JERSEY:													
Public	1065	1065	1065	1065	1065	1270	1065	1065	1270	1065	1065	1270	1065
Private*	----	----	----	----	----	2050	----	----	2050	----	----	2050	----
All*	1065	1065	1065	1065	1065	1400	1065	1065	1400	1065	1065	1400	1065
PENNSYLVANIA:													
Public	1240	1240	1240	1240	1240	1158	1240	1240	1158	1240	1240	1158	1240
Private	1184	933	967	1184	933	936	1184	967	936	933	967	936	967
All	1196	1003	1032	1196	1003	993	1196	1032	993	1003	1032	993	1032
WEST VIRGINIA:													
Public	1219	1219	1219	1219	1219	1099	1219	1219	1099	1219	1219	1099	1219
Private	550	550	550	550	550	550	550	550	550	550	550	550	550
All	996	996	996	996	996	989	996	996	989	996	996	989	996
OVERALL AVERAGES:													
Public	1246	1269	1239	1246	1269	1227	1246	1239	1227	1269	1239	1227	1262
Private*	1449	1235	1271	1449	1235	1234	1449	1271	1234	1235	1271	1234	1271
All*	1377	1249	1258	1377	1249	1231	1377	1258	1231	1249	1258	1231	1269

*INCLUDES ONE INSTITUTION WITH TWO FIRST ECHELON STAFF POSITIONS, EACH WITH DIFFERENT FUNCTIONS AND DIFFERENT TOTAL COMPENSATION LEVELS.